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SOCIAL SCIENCES ✓

# PUBLIC RELATIONS JOURNAL

AUGUST 1960



## WHAT WE LEARNED FROM THE STEEL NEGOTIATIONS

By John W. Hill

See Page 6

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

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ON THE COVER: Overwhelming nation-wide support of the Steel Companies in the recent steel strike was revealed in a tabulation of nearly 6,000 letters received by the steel companies coordinating committee, which represented 12 of the strike-bound companies. Letters came from practically every state in response to an advertisement published by the committee five days after the strike began. Shown here is a group of New York reporters reading some of the letters. See page 6 for story.

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# Editorials

## NEW HIGH FOR SEMANTICS

Interest in semantics, the "science of meanings," has reached a new high. Sharp evidence comes from the business world, but it also applies to colleges, charities, government and politics in their communications. Public relations practitioners naturally sit right in the middle of all of this.

Certain words and phrases denote clear meanings to many executives. But too often such language has unexpected reactions from various publics. Sometimes the wording draws a blank or causes confusion or even resentment.

One of the most dramatic series of studies on semantics comes from the steel industry. During its long negotiations with the labor union last year, the industry found that steel workers often asked for explanation or translation of difficult language in steel companies' statements in letters and pamphlets.

Opinion research specialists made several surveys, through the interview method, with nearly 3,000 steel workers during the negotiation period. From this project there emerged a list of typical words and phrases which were not understood by many of the workers.

Thirty words and thirty phrases, frequently used by the manufacturers, were then translated into "steel worker" language. In some cases, satisfactory synonyms could not be found, for instance, for "economic" and "efficiency." But in general a breath of fresh air eventually swept through the communications channels.

Big words like "contemplate," "deterioration" and "fortuitously" were changed to simpler ones like "think about," "breaking down" and "by chance." Phrases such as "avoid further inflationary pressures" and "endeavored to interest Union leaders affirmatively" became "avoid the things that make prices go up" and "tried to get the Union leaders to agree to."

Material on semantics is just one phase of our lead article about some things that the steel industry learned during the long negotiation period with the Union. Written by John W. Hill, chairman of the board of Hill and Knowlton, at the request of the JOURNAL editors, the article gives a well-rounded report on over-all public relations aspects of the trying situation.

Some of the facts and opinions in this article should be interesting and of possible help to countless public relations people working for both large and not-so-large organizations.

## CAN CREATIVITY BE TAUGHT?

Nearly everyone who might know anything about it pooh-pooed the idea that a person could be taught to create ideas—that is, until about 10 years ago. At that time Dr. J. P. Guilford in his presidential address

before the American Psychological Association pointed out the pitifully small amount of research which dealt with "creativity, imagination, originality, thinking, or tests in these areas."

That proved to be a launching pad for considerable study, experimentation and findings in this field, which of course is of tremendous importance to public relations people and many others. Dr. Patrick J. Nicholson, vice president of the University of Houston, has written an article on the subject for this issue at the JOURNAL's suggestion.

The findings are too numerous and impressive to comment upon in detail in this editorial, but we can mention a few. For instance, there is little correlation between an orthodox education and creative productiveness. Almost everyone is creative to some extent; a great deal can be done to encourage creativity. Creative ability is tied in with a tolerance of ambiguity and with impulsiveness and self-confidence. It is not inclined toward neuroticism. Coercion and authoritarianism inhibit creative thinking.

The author pays attention to group "brainstorming" which has become popular in many quarters. He states the pros and cons but concludes that group ideation is superior in some situations and inferior in others.

## EDUCATION FOR PUBLIC RELATIONS

Just as in the case of doubts about teaching people to be more creative, there are those who believe that colleges cannot provide very useful training specifically for public relations work. Dean Melvin Brodshaug, of Boston University School of Public Relations and Communications, was asked to present his views in this issue of the JOURNAL. He has developed blueprints for higher education and professionalization in public relations.

The Society's Foundation for Public Relations Research and Education awarded Dean Brodshaug one of its first fellowships. He was invited to devote several weeks to making an intensive study of the Public Relations Department of E. I. du Pont de Nemours & Company. This naturally was related to possible improvement of college instruction in public relations.

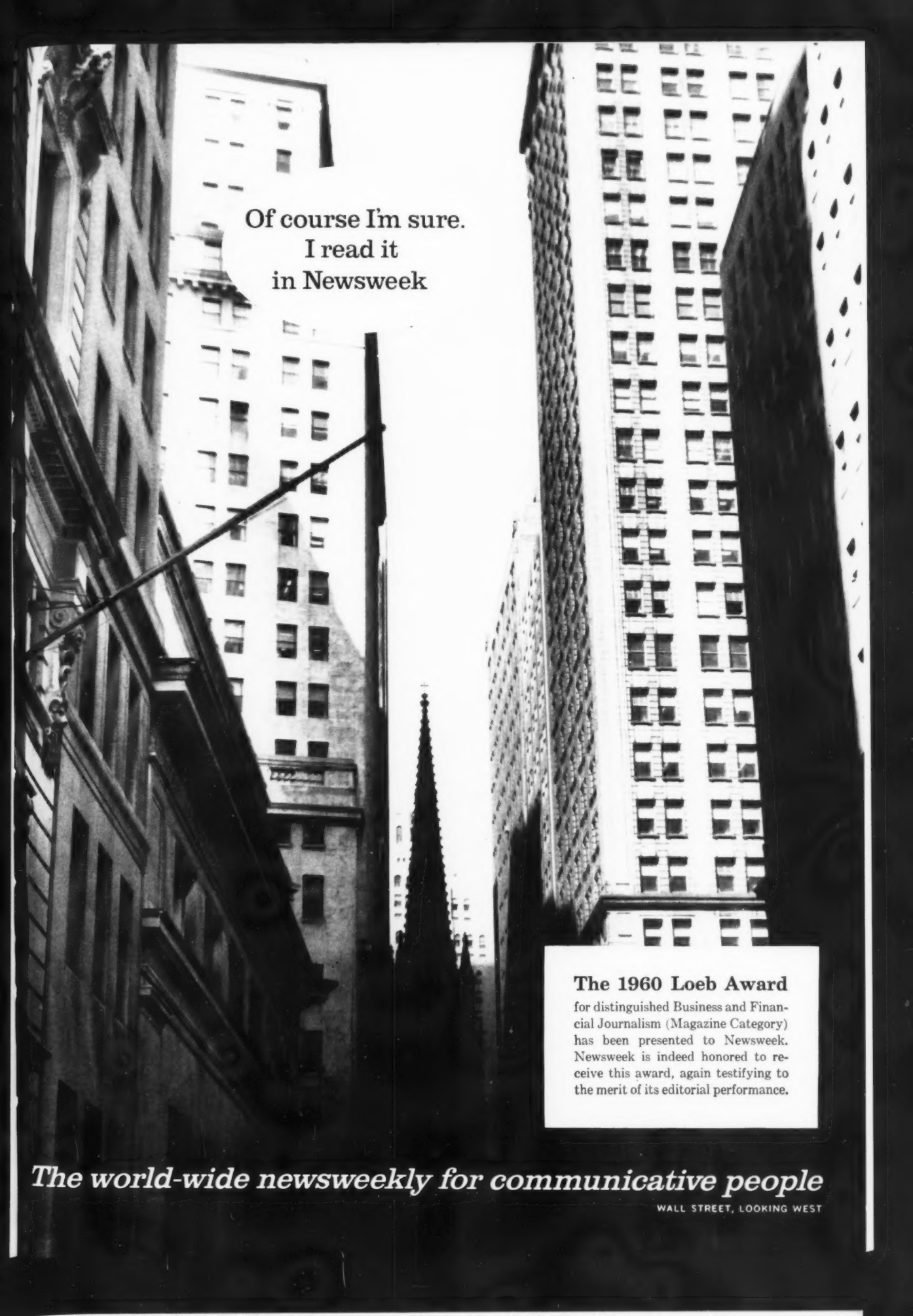
The Dean says that one of the generally accepted principles is that the potential public relations worker should have a broad and general liberal arts education. The student should also have a professional education which is not too highly specialized, concentrating mainly on principles and practical problems. This is best obtained at the graduate level. Various professional skills are, of course, developed most effectively "on the job."

Dean Brodshaug points out ways in which public relations leaders can work successfully with educators and how the latter in turn can aid the entire field of public relations.









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# WHAT WE LEARNED FROM THE STEEL NEGOTIATIONS

By John W. Hill

In the steel negotiations of 1959 the steel industry was confronted with the greatest communications problem in its history. Because a steel strike would affect virtually every American, the eyes of the nation were focused on the industry. Month after month steel was a page-one story across the country. Before the final settlement of the dispute the long drawn-out negotiations had become the concern of the President of the United States, the Vice President, several members of the Cabinet, dozens of Senators and Representatives and numerous other officials.

With their every move in the full glare of the public spotlight the steel companies found it essential to explain their stand at every possible opportunity. And the companies met the test by communicating with a vigor and effectiveness never before reached in prior negotiations with the Steelworkers Union. Of course, the Union was not exactly idle during this period.

## Four key groups involved

The steel industry's communications program in the period preceding the strike and during the strike itself was directed at four key groups—the general public, steel supervision, steel employees and steel-plant community leaders. Communications with the general public and with steel management was handled on the national level by the Steel Companies Coordinating Committee, a group of 12 major companies joined together for bargaining and communications purposes. The

responsibility for informing employees and steel-plant community leaders was that of the individual steel companies and carried out locally.

Virtually every means of mass communications known was enlisted by industry and the companies to bring their messages to their audiences. Television, radio, motion pictures, advertising, public speeches, news releases, booklets, letters and other media played their role in the communications program. For example, more than 200 news releases and almost 150 different booklets, reprints and reports were issued by the companies, the Union and the government during the conflict.



*ADVERTISEMENT placed in some 400 newspapers across the country by Hill and Knowlton for the Steel Companies Coordinating Committee.*

One of the lesser known but very important communications activities was keeping people in steel management in various parts of the country informed of the status of the negotiations. Although the Steel Companies Coordinating Committee consisted of just 12 companies, any agreements made by the negotiators for these companies would affect many other steel companies as well. Past experience had shown that once the Union had signed up the larger companies, it would demand similar contract provisions right down the line.

To keep steel company executives in all steel centers on top of developments at the negotiations, Hill and Knowlton, Inc. was asked to set up a teletype network. It operated as follows: Several times a day a conference call would be placed linking that firm's New York, Cleveland, Pittsburgh, Washington, Chicago and Los Angeles offices. A bulletin on the status of the negotiations would be flashed out to these field offices. These offices, in turn, would place a second conference call and relay the message to many of the steel companies in their areas.

## Statements sent

The teletype network also was used for sending out full texts of industry, Union and government short statements. The Union and government statements were sent for information only. The industry statements, in many cases, were duplicated locally and distributed to the press in steel plant towns. Wire services at best could send the papers only a small portion of long industry statements. By providing the full text, the steel industry received considerably more lineage in local newspapers than it would have received had the papers been completely dependent on the wire services for their copy.

To supplement the teletype coverage, a daily digest of news of the negotiations was prepared. This digest, together with the full text of company, Union or government statements, reports and other documents issued during the day, was duplicated and sent airmail late each night to some 100 steel companies. Early the next morning, prior to the beginning of the negotiations sessions, the chief executives, industrial relations and public relations directors of the steel companies had in their hands a complete

set of the materials issued the day before.

For almost 12 months the steel companies and the Union carried on an intense communications battle. In looking back now that the smoke of battle has cleared, a number of communications successes and failures stand out. From these experiences we are able to draw the following six communications principles which should provide guidelines for future activities in this area.

1. *To carry out a successful communications campaign you must have the necessary tools.* Fortunately, the steel companies saw the need for providing the tools and during the closing months of 1958 called in a team of industry economists and statisticians to marshal the facts and figures to prove the industry's case. These were placed in a massive reference book which was printed and distributed to the steel companies. With all steel company spokesmen using the same source material the industry was able to provide a united front.

#### Facts and figures

The reference book, called "Economic Matters of Fact," provided facts and figures to support the industry's stand on five issues. They were: (1) that the inflation we were suffering was primarily caused by the wage push; (2) steelworkers already were receiving higher wages and benefits than most other workers; (3) steel productivity had not kept pace with increased employment costs; (4) profits could not be used to pay higher wage costs and; (5) because of our high employment costs, foreign steel producers were taking away our markets at home and abroad.

The steel industry concentrated its communications effort on the above five issues with the result that a reasonable measure of public awareness of these issues began to develop. However, when a new issue was introduced without the proper background preparation of public understanding, the industry's case suffered.

2. *Whenever possible you must pre-condition your audience so it will be receptive to your message.* The steel companies' experience with the inflation issue provides a prime example of how pre-conditioning pays dividends. Early in the planning of the negotiations tactics it was decided that

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### THIRTY WORDS AND THIRTY PHRASES

Following are thirty words and thirty phrases found by Group Attitudes Corporation's interviewers to be most frequently misunderstood by steelworkers and a translation of these words and phrases into "steelworker" language.

#### THIRTY WORDS

"accrue"—pile up; collect  
 "compute"—figure  
 "concession"—giving up (something)  
 "contemplate"—think about; expect  
 "delete"—cancel; take out; remove  
 "designate"—name; appoint  
 "deterioration"—breaking down; wearing away  
 "detriment"—hurt; damage; harm  
 "economic problem"—a cost problem  
 "efficiency"—the way it should be (e.g. operating a machine the way it should be operated)  
 "embody"—contain; include; hold  
 "equitable"—fair; just  
 "excerpt"—section; part  
 "facilitate"—help along; speed up  
 "fortuitously"—by chance; accidentally; luckily  
 "generate"—create; build; produce  
 "impediment"—barrier; road block  
 "inadequate"—not enough  
 "initiate"—begin; start  
 "increment"—raise; increase  
 "inevitably"—in the end; finally  
 "injurious"—damaging; harmful  
 "jeopardy"—danger  
 "magnitude"—size  
 "modify"—change; alter  
 "objectivity"—fairness  
 "pursuant"—in agreement with  
 "perpetuate"—keep alive; continue  
 "subsequently"—later  
 "ultimate"—final; end

#### THIRTY PHRASES

"avoid further inflationary pressures"—avoid the things that make prices go up  
 "best long-term interests"—better in the long run  
 "changes would be sanctioned only if . . ."—no changes would be allowed unless  
 "endeavored to interest Union leaders affirmatively"—tried to get the Union leaders to agree to  
 "exclusive function"—sole right  
 "fundamentally the same"—almost

exactly the same  
 "insofar as practicable"—as far as possible  
 "impartial men"—fair men; men without an axe to grind  
 "in all sincerity and complete conviction as to the merit in the public interest"—because we sincerely believe it is best for everyone  
 "jointly chaired"—take turns as chairmen  
 "meet reasonable requirements of business demands"—do our best to serve our customers  
 "misrepresented these proposals as devices"—unjustly attacked the proposals as ways  
 "modify the discipline"—lighten the penalty  
 "men of outstanding qualifications and objectivity"—fair men of broad experience  
 "not justified on any basis of equity"—all give and no take; not a fair deal  
 "protection against arbitrary discharge"—guard against being fired without cause  
 "representatives of both parties"—men from both the Union and the Company  
 "retain the sole discretion to decide"—be the one to decide  
 "reject summarily"—turn down flat  
 "seek to demonstrate a cooperative attitude"—try to be fair  
 "share new economic progress"—share in future gains  
 "substantially in accordance"—almost exactly like  
 "take precedence"—come first  
 "take affirmative action"—go along with; move ahead  
 "to make it consistent with"—to make it agree with  
 "ultimate solution"—the final answer; the end result  
 "union studiously vilified the companies"—the Union went out of its way to attack the companies  
 "unnecessarily restrictive"—too binding; too strict  
 "wholly inconsistent with their professed desire"—not what they say they want to do  
 "with the objective of facilitating"—with the idea of helping



inflation would be one of the grounds on which the industry would make its stand. Through the early months of 1959 the industry in speeches, newspaper and magazine articles and advertising hammered away at the dangers of inflation. And the inflation theme hit home—even among a substantial number of steelworkers.

By the time negotiations began in the spring, public sentiment was clearly with the companies for their anti-inflation stand and remained so throughout the negotiations. One way this could be determined was by reading the increasing number of letters to the editor and editorials appearing in newspapers across the nation. Of the many thousands of letters received during the negotiations 95 percent supported the industry's anti-inflation stand. Independent surveys gave further proof of public support of the industry's position.

In direct contrast to the inflation theme was the local work practices or 2B issue which developed suddenly in the tactics of bargaining. Without time to lay the groundwork with the public, the industry communicators were at a distinct disadvantage and throughout the negotiations never were able to catch up with the Union's interpreta-

tions of the companies' proposal on this issue.

3. *To do the most effective job of communicating your timing must be right.* This requires some fast footwork at times and it was in such situations in the negotiations that the Union had a definite edge. With only one or two men to account to, the Union leaders were able to move very fast in communicating their views. The company spokesmen, on the other hand, were speaking for the group of companies and in every case had to make sure there were no policy conflicts with any member company before going on record.

The danger of not answering a charge immediately always presents the possibility that the group you are trying to reach will build up an emotional resistance to such a degree that when you do communicate your message it will not get through. The seniority and work rules issues were examples of this factor.

4. *To be most successful communications must have continuity and consistency.* Experience has shown that "crisis communications," communicating only when you have a major problem—is not the most effective means of informing your audience

JOHN WILEY HILL, chairman of Hill and Knowlton, Inc., New York, was born in Shelbyville, Indiana. He attended Indiana University and later entered the field of journalism. In 1927 Mr. Hill established a public relations firm which became Hill and Knowlton in 1933 when Don Knowlton joined the firm. In the ensuing years the firm has represented leading corporations and industries in many fields.

Mr. Hill is the author of numerous articles on various phases of public relations and recently completed writing a book, "Corporate Public Relations," based upon his 31 years' experience as a practitioner.

and gaining its support. Confidence and trust is something that must be built up over a long period — by speaking forthrightly at all times and by creating an atmosphere in which people know what to expect of you.

Throughout the negotiations time and again this need for continuity and consistency was brought home. Companies with established media of communications, whether a good plant magazine or an employee or management newsletter, were far more effective in getting their position understood than those of the companies which had not communicated regularly.

5. *You stand your best chance of getting your message accepted when you personalize it.* When you can appeal to the audience on a personal basis and answer his question "How does this affect me?" you are well on the way toward getting your message understood and accepted.

The steel companies' communications on the various issues clearly illustrate this principle. Inflation was perhaps the issue on which the job of personalizing was done most effectively. Steelworkers or members of the general public had only to go to the supermarket, the movies, a ball game or anywhere where he had to reach for his pocketbook to see that inflation robs us all.

On the issues of foreign competition and high wages and benefits, again it was possible to appeal to the steelworker on the basis of his pocketbook. The other issues, such as pro-

*Continued on Page 10*



MISS JANE STEWART, vice president of Group Attitudes Corporation, analyzing survey reports of steel worker opinion.



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ART used in presentation of findings of steelworker opinion taken during the steel negotiations of 1959.

ductivity and profits, proved more difficult to handle in this manner and it was in these areas that the steel companies were least successful in their communications.

6. *The effectiveness of any message depends on how simply and clearly it is stated.* As simple as this principle is it is the one which causes more problems than the rest. The following will perhaps illustrate this:

During the steel strike and in the period between Thanksgiving and Christmas, Hill and Knowlton, Inc., through its subsidiary Group Attitudes Corporation, conducted surveys of steelworker opinion for the Steel Companies Coordinating Committee.

In compiling and analyzing the results of the surveys, we discovered that very often our interviewers had been asked by the steelworkers to explain or translate some of the difficult language in the companies' letters and pamphlets.

This excited our interest. After the last of the survey reports had been analyzed we went back through the interview records of nearly 3,000 steelworkers. From these records we compiled a list of typical words and typical phrases which were frequently misunderstood. After each word, we suggested a translation into what we called "steelworker" language.

#### Words and phrases

Elsewhere on these pages is a lexicon of 30 words and 30 phrases frequently misunderstood by steelworkers followed by their translation.

In summary then, what was learned by our communications experiences during the steel negotiations of 1959? Four basic points stand out:

One is that management can communicate as effectively as organized labor. Even when management and

labor are locking horns in negotiations, management can enter the communications battle with confidence.

A second is that employees *want* management to talk to them. This emerged very clearly from the attitude studies that were made.

A third is that effective communicating consists of far more than merely setting words down on paper and channeling them into the media of communications. The words must be clear and understandable, the basic message sound.

Fourth is that effective communicating is a team job. Operating men, industrial relations and public relations people all have a part to play if the job is to be done successfully.

With these basic points in mind and with the facts to support its case, it would certainly appear that management involved in a labor dispute need have no fear of its ability to tell its story affirmatively and effectively.



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# STEP UP YOUR FLOW OF IDEAS

By Patrick J. Nicholson

Creativity — particularly the generation of ideas—is obviously of key importance to the public relations practitioner. Lists of the top leaders in the field will probably include a high percentage of those known primarily as “idea men,” even though we all understand and realize the need for other abilities. Jot down a few of your own principal public relations duties, and note how many of them involve this mysterious power to produce ideas.

Research in the little understood area of creative thinking has quickened greatly in the past decade. The social scientists hope to learn much more about who is creative—and why—during the Sixties. Even more important, there is increasing experimental evidence that creativity can be taught.

## The creative process

Today's continuing upsurge of interest and research in the field of cre-

ative thinking stems as much as anything from a significant 1950 speech by Dr. J. P. Guilford of the University of Southern California. In his presidential address before the American Psychological Association, (APA), Dr. Guilford emphasized how little was really known about the creative process and the paucity of research in this field. Of 121,000 titles reported over the years in Psychological Abstracts, he found that only 186 dealt with “creativity, imagination, originality, thinking, or tests in these areas.”

During the intervening decade, Dr. Guilford and his colleagues have done much to get a significant and continuing program of research into creativity underway. Working often under sponsorship of the Office of Naval Research, the Los Angeles psychologists have now published more than 20 reports dealing with the components of creativity.

Dr. Guilford stated some of his fundamental ideas concerning creativity in the APA presidential address, and he then outlined a plan aimed at finding out more concerning this elusive quality. First, he proposed to “determine the promising factors” underlying the creative process, and how to measure them. Next would come tests for creative ability.

Among Dr. Guilford's fundamental ideas, many of them now supported by actual experimentation, were the following:

(1) There is little apparent correlation between education and creative productiveness.

(2) Creativity extends well beyond the domain of intelligence, and the

erroneous idea of a necessarily high correlation between intelligence and creative ability is largely responsible for the failure to understand creativity and its processes.

(3) It is possible that formal engineering or scientific training hampers true inventiveness.

(4) Motivational and personality factors must be significant to creative productivity.

(5) Almost everyone is creative to some extent.

(6) Much can be done to encourage the development of creativity.

## Originality and flexibility

The Guilford teams isolated many of the components of creative thinking in a series of brilliant investigations. They found these to include originality, word fluency, flexibility in thinking processes, associational fluency and relative ability to generate ideas. They then concentrated upon measurement of these various components and the construction of tests such as “Consequences.”

In “Consequences” the subject is confronted suddenly with a unique condition. “What would happen,” the test asks, “if the entire United States west of the Mississippi were to become a vast desert?” You are given two minutes to write down all the possible consequences of such a development.

Test papers are scored for total number of responses, and also for “remote” as opposed to “obvious” replies. “Scarcity of land in the East” is a typical “obvious” response. “Vast acceleration of Federal projects for obtaining fresh water from sea water”

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PATRICK J. NICHOLSON is vice president of the University of Houston. A member of PRSA since 1950, and of many other professional organizations including the American Psychological Association, the Academy of Management and the American College Public Relations Association, Dr. Nicholson was a Houston consultant before joining the University staff in 1956. Native to Houston, he is a graduate of The Rice Institute (B.A.), Harvard University (I.A., M.B.A.), and the University of Houston (Ph.D.).



or "Formation of new societies for emigration to the moon" would be adjudged "remote."

Recently, Dr. Guilford has been studying relationships between creative thinking aptitudes and non-aptitude personality traits. From this work, and earlier and continuing studies by such men as Drs. Morris Stein and Benjamin Bloom of the University of Chicago, Frank Barron of the University of California, J. E. Drevdahl of Oklahoma State University, and Thomas W. Milburn of the Naval Ordnance Testing Station, we now have a general picture of the creative person. Moreover, there is a considerable amount of reliable information on the contrast between what Dr. Bloom terms "high creative" and "low creative" subjects.

Dr. Bloom found that the "high creatives" are somewhat withdrawn in their personal relationships, are capable of working energetically and productively, and seem to prefer an environment emphasizing ideas to one stressing social relationships. In a related study, he determined that "outstanding" problem-solvers are clearly superior in motivation and self-confidence, and utilize quite different methods from the "poor" problem-solvers in seeking a solution.

#### "More originals"

Using tests devised by Guilford, Dr. Barron, found that these instruments clearly differentiate between "more original" and "less original" subjects. The former are more complex in their personality make-up, more impulsive, more outgoing, and more prone to question accepted beliefs or tenets. The "more originals" are also dominant, self-assertive and independent, preferring complex to simple phenomena.

Dr. Stein has determined that there is no significant correlation between age, length of service or professional experience, and creative productivity. He has also uncovered evidence that IQ scores beyond the 95th percentile, in a range of great interest to psychology, are far less important than personality or social factors in creative output.

In a study of "high creatives," Dr. Drevdahl found them superior in verbal facility, in originality and in flexibility and ideational fluency. They are also generally nonconformists with markedly individual traits.

Working with scientists at the Naval Ordnance Testing Station in China Lake, California, Dr. Milburn has drawn up a list of characteristics which he believes differentiate the creative from the less creative. Among these are the need for autonomy, a willingness to take risks, the ability to tolerate temporary disorder, wide interests and strong curiosity, aesthetic sensitivity, persistence, thinking in terms of analogies and self-confidence.

Dr. Guilford and his colleagues have found in recent experimentation that creative ability is linked to tolerance of ambiguity, to an appreciation of originality and to impulsiveness and self-confidence. They have also uncovered evidence that subjects who produce a flow of ideas are not inclined toward neuroticism. The more original tend toward meditative thought and have little need for discipline or for orderliness.

As the personality correlates of the creative person have yielded to questioning social scientists, a considerable

#### NEGATIVE EFFECTS

*"Coercion, over-strong guidance, individual competition, and authoritarianism seem to inhibit creative thinking. Rigidity or the tendency to repeat a learned response also has a negative effect. There is evidence that rewards can inhibit under certain circumstances."*

amount of information has also become available on how sociological aspects relate to idea production. Generally, coercion, over-strong guidance, individual competition, and authoritarianism seem to inhibit creative thinking. Rigidity or the tendency to repeat a learned response also has a negative effect. There is evidence that rewards can inhibit under certain circumstances.

#### "Psychological safety"

In contrast, creative thought blooms in what Dr. Carl Rogers has termed the conditions of "psychological safety." This involves a warm, conducive climate; group acceptance of the individual; no evaluation by those outside the group, and empathy. Other writers and investigators have stressed the need for mild encouragement, for shifting leadership within any group and for group cohesiveness. Dr. Rog-

ers strongly believes that the tendency toward conformity in the culture, under which to be different is felt to be dangerous, is the single greatest challenge toward creative, fruitful thought.

Little conclusive evidence exists on just how personal interaction affects creative thinking, although this important problem is still under attack. Involved is Alex Osborn's widely-publicized technique of "brainstorming," and the merits of individual versus group ideation.

The president of a leading Eastern university scoffed at brainstorming recently, asking if a committee could have improved upon Michelangelo's artistic creativity as demonstrated in the Sistine Chapel. He maintained that a 1957 experiment showed the superiority of non-group creative thinking. The same investigation has, however, been interpreted as a vindication of brainstorming. The answer probably is that group ideation is better in some situations but inferior in others. There is certainly strong evidence, as we will see, that brainstorming is a satisfactory means of stepping up the flow of ideas.

As research into creative thinking increased during the 1950's, and a picture of the creative versus the non-creative person began to emerge, it was evident that one important area had been almost totally neglected. This was the question of how to increase creative productivity—if possible—through specific training. A real pioneer in this field was Dr. J. E. Arnold, formerly of MIT, now of Stanford University.

#### "Other world" technique

Dr. Arnold became convinced of the need for stressing creative thinking in engineering courses at MIT and evolved what is termed the "other world" technique as early as 1953. In this, students were told that they were no longer earth-bound, but on another far-distant planet with sharply different atmospheric and other conditions that they must observe, forgetting conventional data. They then worked out entire projects free from what Dr. Arnold would term the "inhibiting" effects of rigorously learned formulae and approaches to problem solving.

The Arnold results, which were quite promising, interested an Air Force research team composed of Robert Gerry, M. H. Chorness, and

*Continued on Page 14*

Larry De Veau, at Lackland Air Force Base in Texas. These men devised a novel 1957 experiment based upon sending an imaginary "intergalactical" trading expedition from the earth to "Globule II" in the twenty-second century. Then researchers at the State University of Iowa, the University of Houston and the University of Buffalo launched into a series of experiments which also indicate clearly that it is possible to produce a significant increase in the production of ideas by specific training.

### "The Globbs"

The Gerry-Chorness-De Veau team worked with two groups of Air Force civilian employees who were tested before and after training with instruments developed by Dr. Guilford. Training consisted of some beautifully imaginative exercises based upon Dr. Arnold's "other world" technique and the problems of the "Globbs," inhabitants of the phenomenally-distant Globule II; Osborn's "brainstorming," the well-known Madison Avenue technique which has now been shown to have very important applications in training for creativity; reversal role-playing, and other exercises. The Air Force experimenters found that their subjects produced fewer ideas overall after training, but there was a statistically significant increase in "original" or "remote" ideas. Quality improved at the expense of quantity.

### Limited training session

Dr. Herbert True, in experimentation during 1956 at the State University of Iowa, put 200 subjects through a limited training session consisting of a 50-minute lecture on the importance of creativity. In contrast to Gerry, Chorness and De Veau, Dr. True found that both quantity and quality of ideas improved significantly. His 1956 results have been questioned because of the limited training period involved, but Dr. True has continued important work in creativity, both at Notre Dame University and as an industrial consultant. He recently devised a scale reportedly measuring attitude toward creativity.

Dr. John M. MacNaughton, and the writer, noting the limited amount of research in determining the effects of training upon creativity, set up a 1959 experiment at the University of Houston which utilized six varied

training methods. The objective was to measure both changes in creative output and any significant relationships between certain personality factors and the production of ideas. Thirty-two subjects were trained for 45 hours over a period of approximately 15 weeks, utilizing Osborn's *Applied Imagination* and accompanying Teacher's Guide; the Gerry-Chorness-De Veau adaptation of Dr. Arnold's "other world" technique; lecture and discussion of traditional approaches to problem solving, as exemplified by John Dewey and others; concentrated "brainstorming" sessions; training with locally produced materials adapted from Guilford instruments, and miscellaneous procedures.

The University of Houston results show that subjects improved significantly

in the production of "remote" or uncommon ideas after training. There was also an increase in total number of ideas and in common or "obvious" ideas, but of a lesser magnitude. This corroborates the results of Gerry, Chorness and De Veau.

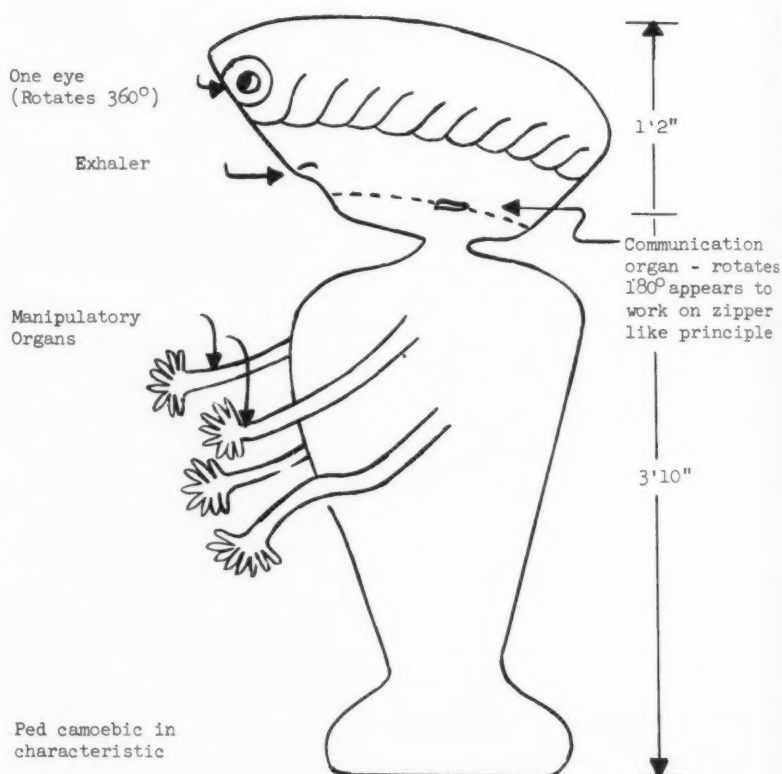
### Value of brainstorming

Experimentation now continuing at the University of Buffalo, under Dr. Sidney J. Parnes, Arnold Meadow and their colleagues, has clearly established the value of brainstorming in stepping up ideation. Subjects at Buffalo who have taken a one-semester course in the Osborn technique are significantly superior to the non-trained, in producing both more and better ideas. It has also been shown, in

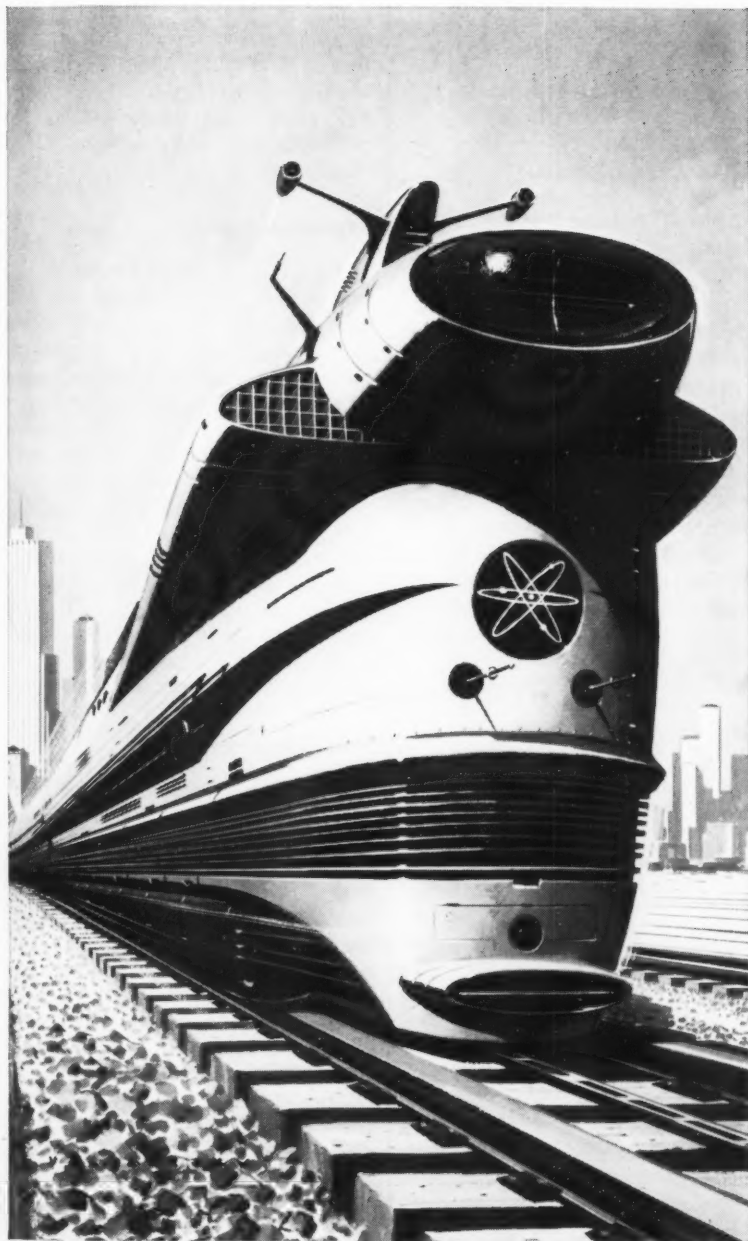
*Continued on Page 16*

### THE GLOB

Height: 5'  
Color: Green when young  
Yellow when old



# Will atomic energy power tomorrow's railroads?



Some day you may see a train like this — powered by the energy locked up in the atom.

Possibly the locomotive will have its own nuclear reactor. Or perhaps it will use electricity generated at atomic power stations. But this much is certain. Of all forms of land transportation, railroads offer the greatest opportunities for the efficient use of nuclear energy.

Railroads are constantly exploring exciting possibilities like this. Such progressive thinking is important to all of us—for we're going to need railroads more than ever in the boom years ahead.

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an experiment carried out in cooperation with McMasters University psychologists, that students who are told to "produce as many ideas as possible—do not be concerned about quality" (brainstorming instructions)—came up with a significantly greater number of acceptable solutions to test problems than did the same subjects when told that they would be penalized for poor solutions. The Buffalo experiments also demonstrated that subjects trained in creative thinking generated markedly more "original" or "quality" ideas under brainstorming instructions than did a matched group of untrained students.

### Experimentation

The limited experimentation reported to date, plus similar research now underway, has apparently shown that a person can be taught to produce more ideas, especially more original or remote, and therefore conceivably more valuable, ideas. The first result has been a quickening of interest, both in academic circles, and within companies which have studied creativity over the years. Among these are such leading United States companies as General Electric, AT&T, General Motors and the B. F. Goodrich Company, all of which can appreciate particularly the tremendous value of increasing creative productivity.

### Both techniques

Among the problems now awaiting investigation are the following: What is the relative efficiency of various methods of training for creative thinking? (Dr. Guilford has recommended both the Arnold and Osborn techniques). Would subjects from industry, or from sources other than the student populations used predominantly in experiments to date, show similar results? What are the effects of having differing subjects within a training group, with varying interactions between contrasting or similar personalities?

The basic question of whether or not we can be trained to produce more ideas, however, has apparently been answered in the affirmative. And public relations practitioners, who are likely to have strong and continuing needs for creative thoughts, should be among the first to investigate the unique field of instruction in more and better ideation.

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# THE LARGER JOB IN PRESS RELATIONS



By Steven C. Van Voorhis

There can be little doubt that the problems confronting us in the press relations field are not all of our own making. We must admit that some of the failings are our own. But others arise from deficiencies in the press or from the way in which publications and broadcasting stations are organized and the news is gathered. This is not merely the self-serving excuse of a press relations manager—it has been the burden of much of the public self-criticism by members of the press themselves over the past year or more.

## Problem: what makes "news?"

For instance, a fundamental problem is that a great deal of the news in today's publications is "manufactured"—not faked, but "manufactured." T. S. Matthews, a former editor of *TIME*, makes this point in his book, *The Sugar Pill*, "The biggest piece of clap-trap about the press," he writes, "is that it deals almost exclusively, or even mainly, with news. . . . The big good news is mainly manufactured . . . the big bad news is what has actually happened." The "big bad news"—war, crime, pestilence, controversy—the press cannot miss. This forms the hard core of its reporting, supplemented (he tells us) by "dressing up small news to look big and by ballyhooing daily features."

The point is this: if Matthews is right, if (to turn the old saying) "good news is no news," then constructive news about business is not automatically news. To make it truly newsworthy calls for professional preparation and imaginative interpretation of these stories. The prob-

lem we face is like that of building character over a lifetime at the risk of losing it overnight. But unless we do face up to this fact and use our imagination, we shall see strikes and layoffs, fires and explosions, as about the only occasions for major press stories about business.

## Economic understanding and the press

Then again, there is the shortage of competent, knowledgeable reporters—a problem now freely admitted by people like Russell Wiggins of the *Washington Post*, Sig Mickelson of CBS News and John Fischer of *Harper's*. I am inclined to think that lack of information and of understanding, more frequently than bias, is responsible for such inadequate and unfavorable business reporting as occurs. Certainly, there is a known and active quantity of anti-business bias, and some of the misinformation is caused by the swift march of science and technology, so swift that reporters simply cannot keep abreast of the field while still meeting their deadlines. But the more pervasive, more subtle and so more dangerous failing is lack of adequate knowledge about the operation of our economic system. No doubt, a great deal of this is probably because businessmen have not explained themselves clearly enough.

Whatever the cause, the results can be startling and disconcerting. Even on so fundamental a matter as profits, the President of the United States felt compelled at a recent press conference to remind his audience of reporters that profit is not such a dirty word after all. The real danger in all this stems from the fact that most people

get the bulk of their economic education *after* they leave school—from companies they work for, friends and neighbors they meet, and the papers, books, magazines, television and radio programs they select. I venture to suggest that the longest, most continuous and broadest "course" in economics that the majority of our adult population takes is beamed at them by the nation's press in its reporting of business news. If this "course" ceases to function or puts out misinformation, then the public is left without the facts on which to base rational economic and political judgments. Without these rational judgments, without an informed public, our economic system is in danger of distortion and misguided tinkering.

## "Power of the press"

A third problem derives from the "power of the press"—with which we are all supposedly familiar. I think we should examine this concept pretty closely, for an uncritical acceptance of it has, I believe, been responsible for creating a sizable psychological block in the minds of most businessmen in their dealings with the press. To hark back to T. S. Matthews, it is his view that: "The press has a nasty kind of power—the same kind of power a bully has. . . . The press has a negative power—to alarm, enrage, amuse, humiliate, engage or even drive a person out of his community or his job." Whatever the facts of the matter are, it takes only a couple of brushes with this "negative power" to cause most businessmen, even press relations people, to behave as if the only way to deal with reporters and editors were to bow and scrape before

*Continued on Page 20*

Heralded by the greatest advance acclaim ever accorded a television series, "The Robert Herridge Theater" is available to all television stations and advertisers on a *first-run* basis. *And the excitement is just beginning!* Producer-host Robert Herridge ("Camera Three," "Studio One") explores the entire world of entertainment here and

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# THE ROBERT HERRIDGE THEATER

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them. As a result we have created for ourselves a situation in which the press often is "one up" and business is "one down."

Partly as a consequence of this, business has developed to some extent what can only be described as a phobia about being newsworthy. For fear of being misquoted many businessmen have become unquotable. When asked for comment, businessmen all too often resort to "no comment," or take refuge in clichés, platitudes and generalities, all qualified and hedged with "ifs" and "maybes." When we *do* volunteer statements, we talk in the language of businessmen; we talk to ourselves, not in the language of people.

We have created other problems for ourselves, further weakening our position with the press. Our position is weakened because we know, consciously or subconsciously, that sometimes we hope to convince the media to do more for our side than the facts justify. Our position is weakened be-

ties. It makes no difference whether we are organizing a press conference to announce a new product, conducting the local press on a plant tour or releasing the text of an officer's speech. We must always look beyond the immediate task to this broader objective. This is not easy; it never will be easy until it becomes a way of life with us. But when we have learned always to place the particular news item in the broadest context, then, I think, not only shall we have obtained better press acceptance for our statements, but also we shall have raised press relations above the level of uninspired "paper-shuffling."

Indeed, I would maintain that we must raise our sights even higher to shoot for a more distant goal. We must include in our objective winning support for the type of economic, political and social climate that will enable our companies to serve the public most effectively. This does not, of course, mean that we should spend our days writing philosophical and

ports or wide coverage for our latest research announcements. With the rise in educational levels and the spread and speeding up of communications, this has become an age of public issues and ideas, debated not just by an intellectual elite but by people the length and breadth of our land. Many of these issues inevitably will affect the future growth and profitability of our businesses, and it is not only to our interest but in the interest of fully informed and many-sided debate that businessmen should contribute to the discussion. Because we speak as businessmen does not mean we must adopt a narrow or "special interest" viewpoint. Indeed, managers—who make their decisions at the point where the varied interests of customers, employees, investors, vendors and the public intersect—should not act from narrow motives because they do not represent a narrow segment of the public.

Let us remember that in the phrasing of our releases, in the press relations advice we give our executives, in our conversations with the press. Let us, however, avoid creating the impression of a self-righteous campaign to "educate" the press. Otherwise we shall deservedly be put in our place—outside the editor's door. Above all, let us think before we speak or write, do our own "homework" and inform ourselves first.

#### **CHARACTERISTICS OF THE PRESS RELATIONS MAN:**

- he must have integrity**
- he must rely on service rather than personality**
- he must take the initiative**
- he must understand his product**
- he must be creative, full of new ideas**
- he must be persistence personified**

cause the ethics of our profession, although steadily improving, have not always been what they should be. Our position is weakened because we haven't got the guts to insist on accurate reporting; and we don't have enough faith in the facts—or the public—to believe that, in the long run, truth will out.

#### **The larger job in press relations**

If we are to grapple with these problems and fulfill what I conceive to be the larger job in press relations, we must first of all act in such a way that we consign to limbo the perennial image of the back-slapping, joke-telling press agent. As an arm of an overall public relations program, press relations must contribute toward achievement of the broad public relations objective—the winning of informed public support for our companies' objectives, policies and prac-

political treatises to the neglect of the immediate, down-to-earth tasks that are press relations' responsibility. It does mean, however, that—in addition to supplying the press with information about our products and employment levels and capital construction plans—we should be prepared to discuss intelligently the important economic and political questions of the day as they affect the conduct of our business: wage-productivity relationship, "administered prices," inflation and economic growth, corporate taxation, business and politics. Elements of this economic information can be worked, quite relevantly and unobtrusively, even into some routine news releases as well as into our personal contacts with members of the press.

We would, I think, be fooling ourselves if we considered our job well—or even half—done when we provide accurate reporting of our annual re-


#### **Personnel and planning**

To achieve both our limited and our larger goals in press relations, we must be businesslike about performance and operations. If anything emerges clearly from the foregoing, it is the need for imaginative, informed, industrious people. The press relations person, in selling ideas about his company and about business, must exhibit the same characteristics that a good salesman does to sell his products and to build up a strong relationship with his customers:

- he must have integrity, refusing to tamper with the truth.**
- he must rely more on service than on personality.**
- he must take the initiative, coming up with new ideas, ahead of his "competition."**
- he must understand his "product" completely—and his customers' nearly as well.**
- he must be ready to straighten**

*Continued on Page 22*





*How can we  
get our complicated  
corporate story  
across to the  
important people,  
fast?*

*Take a look at  
the nine-page ad  
that Collins Radio  
just took in the  
July 25th Newsweek!*

Collins Radio Company is active in many areas of electronics, communications, national defense. A great many individuals are important to Collins' progress—stockholders, customers, distributors, suppliers, employees . . . community, government, business and financial leaders.

To reach these influential individuals with a corporate report on its diversified activities, Collins Radio prepared an ad consisting of nine full-color pages.

As the vehicle for this message, Collins chose Newsweek . . . a choice with which

many other companies would agree. Last year, Newsweek carried more campaigns and more pages from America's top 50 corporate advertisers than any other magazine.

Care to know more about corporate advertising, a selling force used by an ever-growing number of businesses? Newsweek has prepared a 72-page digest, "Corporate Advertising—Vital Link in the Chain of Modern Marketing." For a copy, send \$1 to Director of Development, Newsweek, 444 Madison Ave., New York 22, N. Y.



*The world-wide newsweekly for communicative people*

out complaints and misunderstandings.

- he must be full of creative new ideas, that will help his customer as well as his company.

- he must be persistence personified.

It is essential that top management give the press relations man the recognition and stature that are his due. Without such confidence he cannot hope to win the confidence of the press.

The organization of our work, too, must be businesslike. One of the best ways of getting executive support that is vital for our activities is to apply the accepted principles of management—planning, organizing, integrating and (above all) measuring—to our work. Set objectives; define methods; select immediate targets; produce valid measurements of effectiveness. This is language top executives understand—and it is as important to talk to them in their language as it is to talk to the press and the public in theirs. If your top executives don't understand, or don't accept your objectives, you will find yourself in an isolated and untenable position.

#### **Businesslike relations with the press**

We must be businesslike in the type of relations we develop with the press. We must establish the right relations of helpfulness and frankness which permits of straight talking when straight talking is needed, and of friendly chat when that is the order of the day.

We should never have the slightest hesitation in calling major and harmful errors in reporting to the attention of the responsible editor or publisher. A word of caution is called for here: don't be hypersensitive about minor errors, and never, on any account, become angry or vindictive. But, with that said, do not try to "play cozy" with incompetent or unfair reporters or editors, for that is the sure road to trouble, and only discourages the reporter who is doing a good job. Correct erroneous statements—and correct them in writing. The press is a great respecter of the written word!

Our ultimate objective might be stated as being to make it "good politics" (i.e., good publishing) to report business news fully and well. Within industry's plants, offices and labora-

tories there is a continuing source of interesting news for people across the nation. We in public relations must be the disseminators of this news. If our ideas and stories are well presented, editors will want to report them—and will want their writers or reporters to do a good job on them.

We should do whatever can appropriately be done to encourage plans and programs aimed at raising the standard of reporting. General Electric, for instance, has had the opportunity of cooperating with the Columbia School of Journalism on the Advanced Science Writing program. This program, with grants from the Sloan and Rockefeller Foundations, aims to take experienced science writers from their jobs for nine months and give them the opportunity of updating their scientific knowledge and improving their writing techniques at Columbia. Not only did we schedule a full and—we hope—interesting tour of our Schenectady research facilities for the members of the course, but they accepted our invitation to an informal lunch with Company executives for a discussion of automation, atomic energy developments and defense innovation. If we were not prepared to cooperate with such upgrading programs, we would be in no position to be criticizing the quality of reporting.

#### **A plea for cooperation**

What each business does has potential impact on other businesses, perhaps nationwide. We must not take a narrow view of our problems, or even work against each other. Each of us can think of examples of thoughtless action by one that has harmed others. All of us derive advantages from the overall reputation of business. Therefore, we all have an obligation to contribute to the building and preservation of that reputation. Business needs that good reputation in the "bank" in order to offset the exceptions to our rules of good performance. But, of course, first business must *deserve* that good reputation.

These are some areas of needed attention in the press relations field. As good businessmen we must work on achieving improved economic understanding, both for ourselves and for employees and the public; we must become professionally superior; we must be businesslike in our approach



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He was graduated from Marin Junior College in 1934, and from Gonzaga University in 1936. Upon graduation he joined the Pacific Greyhound Lines, and during the next few years held various operating positions with the firm in the San Francisco Bay Area. Mr. Van Voorhis joined General Electric's Apparatus Sales Division in San Francisco, and subsequently held the positions of Manager—Michigan District and Manager—New York District for the Division's Advertising and Sales Promotion Department, and in 1955 was appointed Manager—Regional Activities of the Company's industry-wide "Live Better Electrically" program. He assumed his present position in November, 1956.

to the press; we must remember possible impact on other companies; we must be continually building the good reputation of business. These are things we must be doing—and doing well—if the press relations function is to fill its larger and more mature role in corporate public relations.

# BLUE PRINT FOR HIGHER EDUCATION IN PUBLIC RELATIONS

By Dean Melvin Brodshaug

People concerned with education for the newer professions have been compelled to arouse themselves in the wake of two recent studies: one supported by the Ford Foundation and the other by the Carnegie Foundation. Both of these reports are extremely critical of present day programs in business education.

Education for the communications professions, in the last 15 years, has been undergoing a transformation, just short of a revolution. In journalism education, we have been moving from what was essentially a trade school education, or, at its best, an alliance of nuts and bolts and liberal arts courses. This was the pattern during the early part of this century, but a few schools of journalism have taken the lead in professionalizing communications education. Schools of communication are springing up in one university after another as recognition of the need is becoming widespread among leaders in higher education.

Communications education denotes qualified people for the press, motion pictures, radio, television, public relations and advertising. All institutions, political, economic and social, employ communication specialists, both public relations and media-producers.

The Foundation for Public Relations Research and Education was established two years ago to promote the professionalization of public relations through research and education. It was the good fortune of the writer to receive one of the first fellowships from the Foundation. He was invited to study the Public Relations Department of E. I. du Pont de Nemours & Company and utilized the five weeks to test and refine a model program for public relations education. (Incidentally, the Foundation was es-

tablished by the Public Relations Society of America.)

The assignment with this department was most welcome because the writer realized the wide scope of its activities, the confidence of the top management and the caliber of the administrative staff. All the professional people in the department are competent and exercise their functions and responsibilities with confidence and tact. It is not the intention here to describe in detail the organization and the operation of this particular department, but rather it is the purpose to formulate a program for public relations education supported by observations, analyses and evaluations of a comprehensive department.

In undertaking the study, the writer prepared a fact sheet which Harold Brayman, the director, distributed to 66 of the professional staff in his department. Fifty-one responded and among these were all those with administrative or supervisory responsibility. They were assured that no one within the company would have access to the individual responses.

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MELVIN BRODSHAUG, Dean, Boston University School of Public Relations and Communications, was born in North Dakota. He received his B.S. degree from North Dakota Agricultural College in 1923; his M.A. from The University of Chicago in 1927, and his Ph.D. in 1931 from Columbia University. Dean Brodshaug who joined the faculty of Boston University in 1954 was previously with Encyclopedia Britannica Films, Inc., Wilmette, Illinois, as Vice President in Charge of Product Development. He belongs to Phi Beta Kappa and is listed in *Who's Who in America*.

The inquiry delved into family background, secondary education, college background, college courses of greatest benefit, extra-curricular activities, academic honors, work experience prior to entering public relations, specific public relations functions, problems inherent in the job, professional memberships, leisure time attention to mass media, recreational activities and personal aspirations.\*

After studying the responses on the fact sheet, the writer arranged interviews with 34 people within the department. This group is definitely college-trained, with concentrations predominately in English and journalism. Next, but definitely secondary, were majors in political science and economics. The college minors reflected variety. But history, English and political science were most prevalent. A substantial number had earned advanced degrees. Newspaper experience was the most common previous background with a wide range of other types of communications work extending from advertising to teaching.

In an effort to discover predisposing clues, many apparently marginal questions were asked, as for example, the father's occupation. More than half of these people indicated their father's occupations as business and the professions.

One rather surprising fact was the small number who had achieved academic distinction, such as Phi Beta

*Continued on Page 24*

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\* After the questionnaire had been prepared, the writer received from Dr. Robert L. Jones, Director of the School of Journalism of the University of Minnesota, a summary of a survey made of public relations personnel in the State of Minnesota. The Minnesota study was based on a questionnaire mailed to 97 individuals of whom 53 sent returns. It is rather striking that many elements in the two studies parallel one another.



Kappa, Phi Kappa Phi or Magna Cum Laude. In terms of college extracurricular activity the weight was definitely on the side of the intellectual pursuits rather than on the physical, with such organizations as college publications, dramatics, debating and music groups leading the list. Fraternities and other collegiate social or political associations were rarely mentioned.

When the question was asked, "What courses do you wish you had taken or had taken more of in college" was asked, the responses were predominantly for political science and economics. Members of the group indicated that they are happy in their present positions since only a few expressed a desire to change within the department or to make any change.

When asked what professional organizations they belonged to, approximately 60 different associations and societies were enumerated. The ones most frequently mentioned were the Public Relations Society of America and Sigma Delta Chi.

Public relations people have the reputation of being avid consumers of communication through the mass media. The media explored in the fact sheet were newspapers, magazines, books, radio and television.

### On book reading

It is difficult to make any generalizations with regard to book reading. However, as a group they were avid book readers. One individual mentioned reading one book a day. It was obvious that reading is highly selective, not merely for entertainment, but also for professional stimulation and intellectual growth. Radio listening was more prevalent than television viewing. Radio is usually attended to while driving; the ear is attuned to news, but the musical interlude is appreciated. In television viewing, sports and news were programs mentioned most frequently.

In physical sports (active participa-

tion) swimming ranked first, with golf, fishing and tennis following in that order.

The fact-sheet sought to discover specific activities, carried on in the public relations department. The responsibilities most often mentioned were: public relations advising; product publicity; press relations; and advising, planning, writing and giving speeches. Other activities were: international public relations, external publications, internal publications, plant tours, educational inquiries, foreign language groups, financial public relations, press analysis, creative planning, customer service and consumer inquiries.

Several problems and frustrations in performing these responsibilities were noted. These can be categorized easily under three headings: first, the human relations with other people in the company in persuading them to accept a new point of view; second, the personal problems represented by the inability to perform up to self-imposed standards, and third, the pressure of time which makes it difficult to keep up with professional developments.

The profession of public relations is broad in scope and possibly requires a greater variety of skills and insights than any of the communication professions. The problems are diverse in nature and occur in many different situations.

In the past there have been several avenues of getting into public relations work. The major academic disciplines possessed by most public relations people have been journalism, English, political science and psychology. When they were in college, a public relations career usually was not contemplated, nor did they go directly from college into public relations. Usually these people have had several years of experience in responsible positions as correspondent, reporter, city editor, or in one of the other communications industries. This does not necessarily mean that journalism education is the ideal background for public relations. It does signify that certain kinds of journalistic experience at a high level have been good preparation for public relations responsibilities. Another very common avenue to a public relations career has been from the educational field—teachers of English and political science.

In a large public relations depart-

ment, there obviously is a need for individuals who are not strictly public relations people in the sense that we have described. Certainly, there is a demand for many kinds of communications specialists; audio-visual communicators, oral communicators, feature writers, editors, publicity writers, photographers, research workers, statisticians and numerous others.

This leads us to the question, "What should be the pattern of an academic program?" Naturally there must be an opportunity for variation, because the requirements of positions do differ.

### General principles

There are certain general principles which are widely accepted. The potential public relations worker should have a broad and general liberal arts education. He should have a professional education which is not too highly specialized, concentrating mainly on principles and practical problems. This is best offered at the graduate level, while professional skills are difficult to teach in college and are developed more efficiently and effectively on the job.

For the purpose of promoting reflection and discussion, the writer will formulate a specific educational program, that he feels will lead to a good academic background for high-level public relations responsibilities. No one within the profession or in the academic field will concur in every detail with this proposed model. However, the writer does hope that this specific program will lead to discussion of matters that need to be probed in depth, rather than in amorphous generalities.

At the undergraduate level the student will benefit from certain basic courses in the three major areas—humanities, social sciences, and nat-





ural sciences. These courses should be selected with the view that they contribute to better understanding of the theory, the processes and the purposes of communication.

#### *Humanities:*

English composition  
American literature  
Foreign language  
History of Western culture  
Philosophy  
Fine arts  
Music

#### *Natural Sciences:*

Biological science  
Physical sciences  
Mathematics  
Statistics

#### *Social Sciences:*

Anthropology  
Sociology  
Psychology  
Social psychology  
Personality  
Political science  
Pressure groups  
History of political thought  
Economics  
Comparative economic systems

English composition and related courses naturally are basis to communication. So also are the fine arts, music and foreign languages. Literature, history, and philosophy serve a somewhat different purpose, by providing intellectual perspective and confidence.

All of the social sciences contribute to a better understanding of communication. Anthropology, the study of man and his culture, certainly improves a person's facility in communicating across cultural barriers. Sociology sensitizes the communicator to special groups or publics within a community—each with its own set of predispositions and with its own emotional needs and rational wants. Psychology contributes to a better understanding of audiences and of their receptiveness. Political science and its offspring, political parties and pressure groups, and history of political thought, help to clarify the social process, which is an integral part of the communication process if it is to have purpose and effectiveness. Understanding of economics is essential in understanding modern society and it is important to professional communicators because economics is an



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important factor in evaluating communication media. Social science insights are indispensable to knowledgeable as well as effective communication.

Many aspects of the sciences—biological, physical and mathematic—have a direct relationship to communication.

The program that we have just discussed pertains to the undergraduate level and has not included any courses in public relations. It is recommended that the professional work be devel-

oped at the graduate level with full-year courses in:

Public Opinion and Communication  
Theory of Public Relations  
Practice of Public Relations  
Communications Research

as well as electives from such areas as communications law, international communications, mass media, and directed studies.

A public opinion and communications course should include such top-

*Continued on Page 26*

## PUBLIC RELATIONS AND EDUCATION

"Leaders in public relations and higher education should work together. The profession must cooperate in defining the scope of public relations, in providing practical case studies, in encouraging research studies, in supporting professional education and in striving to advance public relations as a profession. The educator must assume the responsibility of designing the educational program which will meet the needs of the profession. He cannot expect the professional person to perform this task, because in theory and research, educational institutions must be in the vanguard."

ics as: theory of communication, the communication process, semantics, small group communication, mass communication, personality factors, nature of public opinion, formation of public opinion, stereotypes, prejudice and propaganda.

A course on theory of public relations should include the definition and scope of public relations, the history of public relations, the literature of public relations (journals, handbooks, encyclopedia, bibliographies, directories and compendiums), the philosophy of public relations, public relations as a profession, professional organizations, professional ethics, public relations agencies and international public relations.

A course on practice of public relations might devote itself to the most relevant problems in employee relations, customer relations, community relations, financial relations, government relations, international relations, and shareholder relations. Under shareholder relations, a number of pertinent problems come to mind: proxy context, stock split, increasing capital stock, employee stock issues, corporate mergers, and decreasing profits. Each specific problem might be the subject for detailed analysis and synthesis with the students working as teams or committees.

A research methods course should provide skill and understanding in: categorizing, graphical presentations,

formulas for correlation, factor analysis, sampling, interviewing, questionnaire construction, opinion polling, survey techniques, semantic differential, controlled experimentation and operations research.

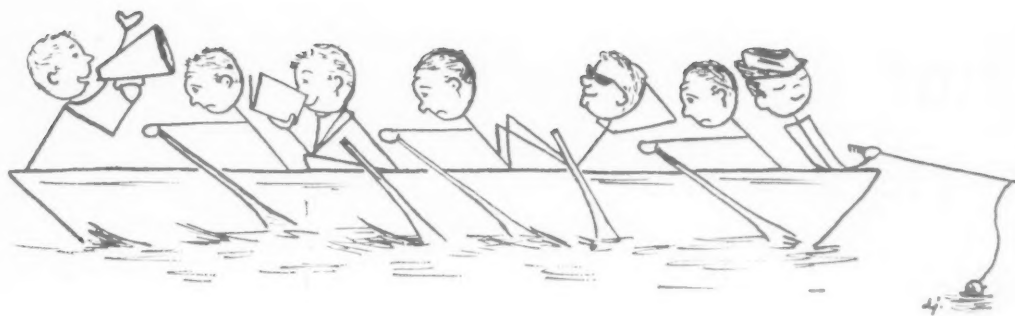
For the well-rounded public relations practitioner, it is not sufficient that he possess a fine general education and a good professional public relations education, or even a good apprenticeship experience. He should also know every phase of his organization and its business.

Leaders in public relations and leaders in higher education should work together. The profession must cooperate in defining the scope of public relations, in providing practical case studies, in encouraging research studies, in supporting professional education and in striving to advance public relations as a profession. The educator must assume the responsibility of designing the educational program which will meet the needs of the profession. He cannot expect the professional person to perform this task, because in theory and research, educational institutions must be in the vanguard.

SUCCESS of an organization in Kansas City brings the need to add a man or woman to the staff for public relations. We belong to the school that believes working newspaper experience is essential training for PR people. A master's degree in journalism would not be a hindrance. This is no opening for a press agent; we need one versed in the professional techniques of communication with the public including opinion research. The bent for innovation we seek seems to show itself most frequently during the first 35 years of one's life. Tell about your education and experience, including compensation. A snapshot, too, would help. Address Box HP-8, *Public Relations Journal*, 375 Park Avenue, New York City 22, New York.



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## Books in Review

VICE PRESIDENT IN CHARGE OF REVOLUTION, by Murray D. Lincoln as told to David Karp. McGraw-Hill. 333 pp. \$4.95

Reviewed by Robert Van Riper  
Director, Information Services  
N. W. Ayer & Son, Inc.  
Philadelphia, Pa.

Let it be said first of Murray D. Lincoln's (as told to David Karp) *Vice President In Charge Of Revolution* that it is a charming and absorbing book. Aside from its intrinsic merits as a shrewd, entertaining account of one man's adventures in enterprise, it will be of special interest to public relations people on two counts:

1. It is an unusually successful example of an interesting but little-used tool of our trade, the company-sponsored book for general distribution.
2. It is written in advocacy of an idea, and therefore is a double-edged public relations instrument.

It is the idea Mr. Lincoln espouses that gives broad significance to his book. The subject is business, but with a difference. Lincoln is an advocate of co-operative enterprise and has little good to say of the investor-owned variety. His thesis is that people, particularly as consumers, "ought to control their own money and their own economic institutions" through co-operatives.

Murray Lincoln first demonstrated an intuitive grasp of business principles as a schoolboy living on a rock-strewn family farm in Massachusetts. He has been applying those principles to good advantage for more than half-a-century since, in working his way through college, in a brief career as a county agricultural agent, in a slightly longer stint as a banker, but most significantly, for the last 40 years as a professional manager and policy-maker for co-operative enterprises. Today he is president of the Nationwide Insurance Companies, a group of co-operatives that has parlayed a

\$10,000 investment by the Ohio Farm Bureau Federation in 1926 into more than \$350,000,000 of assets in 1960.

Mr. Lincoln is an enthusiast and the purpose of his book is to develop wider understanding of the movement he represents. In the opinion of one reader, at least, he fails in part because he over-sells his product. He offers co-operative organization of economic institutions as a cure for most of the ills not only of this country, but of the entire world.

There is no doubt that co-operatives perform well for their members under certain circumstances. Mr. Lincoln has proved this as executive secretary of the Ohio Farm Bureau, as president of CARE, and now as president of Nationwide Insurance. Co-operatives have something aiding them that corporations do not, namely, tax advantages (which Mr. Lincoln never defends convincingly) that have grown more significant as both corporate and personal income taxes have climbed. In the main, however, co-ops succeed only when they limit themselves to basic, bread-and-butter economic functions. Their ability to innovate, to create new products to fill new needs is not proved either by the record or by Mr. Lincoln's book. Indeed, a refrain that runs almost tiresomely through "Vice President In Charge Of Revolution" is the author's recurring complaint over unwillingness of co-operative boards of directors to seize promising opportunities on one occasion after another. The reader is left to conclude that expectation of profit is and will continue to be the necessary spur to imagination.

However, this is not to state that Murray Lincoln lacks imagination. He is a large man who takes a large view of the world, a view that merits attention because it has grown from impressive experience and unquestioned sincerity. He is deeply committed to democracy and concerned that the Free World may lose its contest with communism for lack of a standard under which the uncommitted peoples can rally. In the under-

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developed countries, where bread-and-butter or its equivalent is a more pressing need than invention, it may be that the co-operative idea can provide a viable middle way between socialism and a capitalism that is understood only to the extent that it is equated with colonialist oppression.

In any case, Mr. Lincoln and his collaborator have put together a stimulating volume of argument and reminiscence.

**BUSINESS JOURNALISM**, by Julien Elfenbein, Harper & Brothers Publishers, New York, Second Revised Edition, 352 pp., including index. \$6.75

*Reviewed by John Marston*  
College of Communication Arts  
Michigan State University  
East Lansing, Mich.

If you own the first edition (1945) or the first revised edition (1947) of this standard text and reference work on policies and methods in the businesspaper publishing field, don't throw it away. On the other hand, don't hesitate to buy the new "second revised edition" either. The two just aren't the same book—and the differences between them are deep in content and emphasis rather than merely updating the thirteen years which elapsed between 1947 and 1960.

In 1947, for example, Elfenbein devoted 39 pages to specific treatment of the circulation methods and problems of a businesspaper. In the 1960 edition, this dropped to five pages. In 1947, there were 22 pages upon specific aspects of advertising; in 1960, only 12. But 51 pages about the history and associations of businesspapers in 1947 rose to 79 pages in 1960. Very little was carried on world business journalism 13 years ago but today there are 44 pages; not to mention many new subjects such as education and the progress of science.

The question might well be asked, "Does this reflect world change in the past thirteen years or author change?"—and the answer could be, "both."

For there can be no doubt that the world of the business publication in 1960 is not at all what it was in 1947 (which, again, because of World War II freezes, was closer to that of 1939). Rising costs of publishing resulting in growth and consolidations are the narrow part of the story. The big part has been the opening by science of entire new areas of endeavor in al-

most every field of business, coupled with a rising tide of social consciousness and international competition in ideas. The scope of the businesspaper has been forever blasted out of narrow, comfortable parochial "expertese" in "iron" or "oil" or "houses" or "hides."

This calls not only for better education but also for an appreciation of public relations. As Elfenbein says:

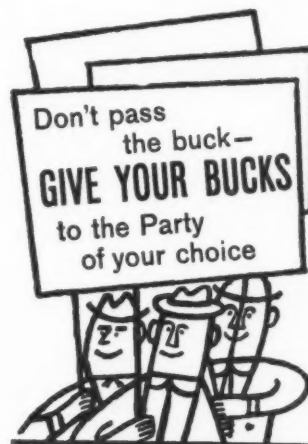
There can be little doubt that business is clothed with a public interest. If this were not true the huge public relations industry would grind to a stop. It was once thought that only public utilities were so affected. Today we refer to our society as a corporate society and more and more of our corporations are publicly owned through common stock purchases. They are all affected with the public interest, and particularly the periodical publishing corporations, which may even be regarded as *quasi public utilities*. . . .

But the world is not the only thing that has changed. There have doubtless been changes in the outlook of author Elfenbein. It is characteristic of younger men to be absorbed in the methods of their work and of older hands to take techniques for granted and search out the more philosophical aspects of their labors. Both approaches are needed. Perhaps in his recent revision Elfenbein should have emerged with not one but *two* books—the first resembling his original 1945-47 edition updated with ideas in pictures and illustrations of editing in the modern complex scientific and social world of business publishing, the second a broader overview of the significance and direction of businesspaper publishing. The first would be most useful to the eager young mind which the author feels is much needed in businesspapers today, aiding it to new heights of ambition and technique. The second would provide new depth and direction to publishers' leadership.

*Business Journalism*, second revision, 1960, will doubtless find a ready market. It's stimulating, comprehensive and perhaps the only in its field. But we'd predict a ready market also for a modernized, well-illustrated, stimulating "how" book spurring the ambition of more editors to measure up to the undoubted challenges facing effective communications in today's world.

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# POSITIVES AND NEGATIVES ABOUT PHOTOS

By Morris Gordon

Many public relations people have been understanding about the uses of photography in their work. But still other practitioners could benefit from additional knowledge of this subject, because they often regard photography as only an undervalued adjunct of the printed and spoken word.

Public relations photography refers to graphic illustration symbolizing an event, an idea, a product, a process or a personality. It should be creative and have mental and emotional impacts.

The best use of photography in our field depends a great deal not only on the initiative of public relations people, but also on the quality of the photographer hired to do the job. Hundreds of thousands of dollars are spent on some public relations programs budgeted with comparative pennies for photography.

Contrived events and unusual photography are not the only answer to effectiveness, unless they provide ways in which to illustrate what you are trying to communicate. There are no short cuts in getting photo material accepted unless editors are supplied with good, sensitive and revealing pic-

tures. Keep providing editors with good pictures and they will look forward to receiving and printing more. Every publication has its own wants and these generally change from time to time. The wise public relations person keeps up with the everchanging trends and keeps meeting the demand.

If an executive's picture is supposed to be published, then the public relations practitioner needs to get a good picture—not just a good photograph—but a good PICTURE! There's quite a distinction between the two. A similar difference exists in a written paragraph that is perfect from a grammatical standpoint . . . but hasn't much punch or fails to make a point.

If you want to get a client's picture accepted by a quality publication then you need quality art. And this applies even if you want to get it into a less important publication for then your quality photograph may stand out prominently from the others.

## A visual age

Let's face this fact. We are living in a visual age and people have become accustomed to looking at good pictures. The top magazines, television, movies, daily press and well illustrated advertisements have done a great deal toward making the public aware of good and bad visual images. The public's appreciation of good pictures should not be underestimated.

Many photographers engaged in public relations work don't really understand the products or what a company is trying to accomplish. It is the job of the public relations person to work out these programs with photographers (staff or commercial) since photography is not merely a technical problem as is, for example, typesetting or engraving. Photography is just



as creative as writing and must be given the same thoughtful treatment. If you are selling something visually, then the photograph, and not the word, is likely to be the most important part of the message. The picture not only defines what you are trying to describe but also can stop the reader and get him to read the text part of the message.

To make photographers and users of photography aware of these special needs of public relations people an organization, such as the Professional Photographers of America, holds seminars and conferences at its annual convention and during the year regionally, this organization also publishes a *Directory of Professional Photography* which is available at a nominal cost from the PP of A.\* Another organization, The American Society of Magazine Photographers, conducts an annual photojournalism conference which is co-sponsored by the University of Miami, Coral Gables, Fla.

Despite the fact that you may hire the best and the costliest photographer in the world, this is not assurance that you will automatically have editors eager to accept your material. A great deal of work must be done between the photographer and the public relations person to work out what is expected of the photographer. One of the most effective manners of assigning photography is first to pick out a good photographer, explain what is wanted, and within the frame-

\* Copies are made available at no charge to public relations firms and advertising agencies, upon request on their respective letterheads.

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MORRIS GORDON is Director of Photography for Western Electric Co., New York. A professional photographer, Mr. Gordon has contributed to such national magazines as *Life*, *Look*, *Holiday*, *This Week*, *Newsweek*, *Vogue*, *Saturday Evening Post*, and many others. He has written articles on photography and sports and has delivered lectures on photography before many organizations. He has also served as a guest lecturer at various schools of journalism.

work of your idea let him go to work to create the pictures he thinks you need.

### Relaxed subjects

Look at the leading business publications and see what they are using in the way of illustrations of executives, products and processes. Long gone out of use is the stiff, over-posed, over-lighted, over-retouched picture. Being used instead is the pleasant, relaxed, available light or bounced light pictures many photographers make with the hand-held cameras. Of course, some executives want to use a picture made 10 or 15 years ago, or the flattering one in which all the lines Mother Nature has etched into his face have been retouched out and some hair added to the pate.

A hand-held camera in the hands of a capable photographer often can provide as good examples of portraiture as can the studio camera—and under certain conditions even better. The reason for this is that the man with the hand-held camera is mobile and not tied down to his equipment. He can thereby better interpret his subject and catch that fleeting expression which in the final analysis overshadows the stiff, formal photograph. The informal portrait is made in the subject's own familiar surroundings which in itself is relaxing. Artificial surroundings of the studio, with its harsh blinding lights frequently are not conducive to relaxation.

Many annual reports and various types of company brochures are expensive, have varnished color covers, high quality engravings and paper but

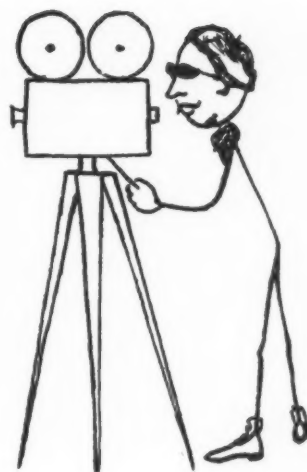
contain photographs which are so poor that they verge on the amateurish. I know of one firm that spent more than \$100,000 to publish recruiting booklets with the total cost of photography no more than \$300 and this is a publication which depended on its illustrations. The sponsors couldn't have had much luck with that brochure because they remade it the following year and spent more than \$3,000 for photography. It must have been successful because the same photographer who was used for the remake was again rehired to shoot the pictures for their annual report at a substantial cost.

### A comparative newcomer

Color is a comparative newcomer in the short-lived history of commercial photography. It's somewhat of a newcomer, too, in public relations work. I recommend that this medium should be used with extreme care especially by those unsophisticated in its use. Simply because a product, executive or a process is photographed in color, doesn't mean that it is a sure thing to get published. Because color reproduction is an expensive proposition, many editors shy away from color except in such cases where the client produces the color plates, or where the photograph is so extraordinarily good that he will pay for the plates himself.

It is generally agreed among the more sophisticated in the use of color photography that color should be used only when it adds another dimension to the picture. An exact representation of a scene, as an example, may not always be the most stimulating one. Painters, it may be pointed out, almost always depart from the exact and add interpretation to a scene they paint. They usually paint things the way they want them to be rather than as they are. Good color photographers also delve into the realm of interpretation, distorting color to make the viewer see what the photographer wants him to see.

It is for this reason that even greater care must be exercised in choosing the color photographer than the black and white operator. The former must be an artist since he must have a sense of color and color composition. This helps him to know what color backgrounds will most effectively set off the subject. He must know when to use brilliant color or



the more plastic effects of subdued, indirect lighting. All of this adds up to the fact that color is expensive, so before you go into this medium make sure that you can't do it as well, or even better, in black and white.

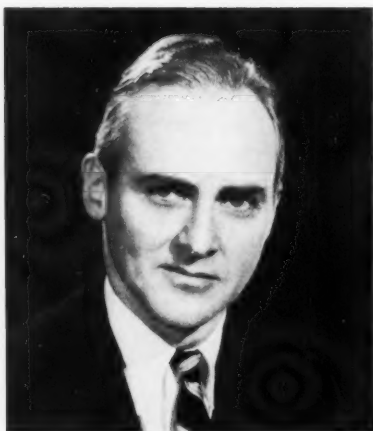
Very often you will find that pictures which were highly successful in black and white will be failures in color since they may not be good candidates for color photography. Since many editors prefer black and white pictures, it may be wise, indeed, first to query them about their likes and dislikes in the matter.

An important factor in the reproduction of color is the density of the transparency. Editors should also be queried about their preferences, as well as those of the engraver, in this matter. Generally, a transparency that is slightly on the underexposed side (dark, but which retains all the fine detail), is most suitable for engraving. The most suitable transparency for viewing purposes will usually wash out in the high light (light) areas. This is because of the strong lights used by the engravers for copying the transparency. A slightly dark transparency will come up to its exact high light values under the strong light while the lighter one will wash out altogether unless a lot of expensive masking by the engraver takes place.

As a final word of advice: don't try to be too tricky. If your material is good, if the pictures are well done (and by this I am not referring to the technical aspects of the picture alone) this is all you need. If you are a provider of good material consistently, the welcome mat with the media will always be there.







By Albert B. Poe

Some day you will probably be called upon to head a welfare drive in your local community, or at least to serve as its promotion and publicity director or adviser. If you have had experience in welfare fund raising, you are all set—but if not, then here is a guide to make it easier.

### The campaign guide

The primary basis for a successful program is good organization of the material you are going to work with. The first step is to outline the entire project in terms of Who, What, When, Where and How. At Stavid Division of Lockheed Electronics this outline evolved into a manual of instructions and hints for all persons associated with the campaign. Since the Campaign Guide was to be used only once, we felt it should be produced inexpensively on multilith and bound in a standard duo-tang notebook cover. This left more money to be spent on promotion materials designed to appeal for funds rather than

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## Plan for Promoting A Welfare Campaign

on an elaborate campaign handbook for solicitors. It is good practice to spend wisely.

The Campaign Guide started off with a chart of the organization involved, which in this case was the Business Division. This serves to define lines of responsibility and creates the feeling of a combined effort.

Section I of the Guide contained a campaign timetable which suggested specific dates for the accomplishment of the major phases of the program. These were flexible enough to permit adjustment, but all campaign workers were urged to adhere to the published schedule. A publicity schedule was included to let the solicitors know they would be backed up by the local papers. This was followed by a list of facts about the welfare campaign designed to answer those questions most frequently asked by potential contributors.

Campaign headquarters issues information containing such data, but we made it part of the Guide so as to have it all in one complete reference manual. Other material included formulas for determining campaign goals (contributions); the qualifications for awards; and instructions for use of promotion material.

### Staging a successful campaign

Section II gave the details of the program. The first part contained the responsibilities assigned to the campaign leaders and suggestions for improving performance of their groups. A detailed schedule followed this, outlining the function of each member of the campaign from the group chairman to the solicitors. Then we included a summary of hints for staging a successful employee solicitation

campaign since this was the area where most of the personal contact work was done. Finally, we included forms to facilitate the requisition of supplies, and the reporting of campaign results.

### The appeal

During the previous year's campaign, promotional literature carried photos of babies in "cute" poses. These probably caused a few people to react appreciatively, but we felt a more solid approach to giving was needed. We conceived a hard-sell technique designed to give potential contributors facts on which to base their gifts. These facts, however, were clothed in human interest stories about people who sought aid from the various agencies and how they were being helped. A writer was put to work preparing case histories on each of the 23 agencies served by the local welfare campaign. These stories began to appear several weeks before the start of the drive and were continued long after the drive was over to create material for the following year's campaign.

To merchandise these stories, we reproduced the clippings just as printed in the newspaper to make posters and mail stuffers. A second color was added in the form of circles surrounding certain facts in the story that we wished to emphasize. Excerpts from the stories were also printed on small cards to slip into pay envelopes and behind time cards in industrial firms.

We reasoned that a lot of people would give to the campaign if they knew what they were giving for. Many people were unaware of how the money was spent even though the drive had been run in the community



every year for several years. Many, too, were surprised on reading the case histories to learn how extensive local community services were. They had no idea, for instance, that residents could get psychiatric help locally, if needed. In addition to giving contributors facts about the cost, extent of services rendered, number of people aided, and qualifications of the professionals involved, the newspaper stories lent credibility by the mere fact that they appeared in print. The promotion material was designed to personalize and supplement standard promotion pieces such as lapel pins, stickers, general posters and miscellaneous emblems provided by local campaign headquarters.

Wherever possible, releases were written around people, either those connected with the campaign or those contributing to it. To encourage campaign workers, clippings were reproduced on multilith and mailed to them at regular intervals.

In addition to the normal news events that occur during any campaign, special attention was paid to companies and people who contributed more than the average. For example, companies which reached their quota or goal were given special notice in news announcements or received recognition in a feature story. To bring the appeal down to the personal level, photos with a caption cut were used in local papers showing people signing pledge cards on the job (at work bench or desk) or handing their pledge to a solicitor. This technique was designed to associate the idea that giving to the campaign was the job of everybody regardless of where he worked or what his job was.

Another approach was used to encourage competition among the soliciting teams. As the results began to come in after the opening of the drive, a boxscore was published in the newspapers showing the standings of the 32 competing sections.

Follow-up is a continuing process because the campaign workers have their own jobs to do first, and fundraising second. They must be reminded constantly of what is going on and what is expected of them.

At the close of the campaign, results reflected an 18 per cent overall increase in funds contributed over the previous year and a 35.6 per cent increase in the number of contributors. Also 10.2 per cent more firms contributed than gave the year before.

## A NEWS SERVICE FOR INDUSTRY

In Canada, as in the U.S.A., news from business frequently goes unpublished because it arrives too late, goes to the wrong editor or is piled up with incoming mail.

To beat this problem in Canada there is now in operation a Canada News Wire which transmits daily business news to press, radio and TV in Montreal, Ottawa, Toronto and Hamilton — reaching all major newspapers and agencies.

Because so many of our clients are concerned about speedy, accurate distribution of information to media, our company is one of several participating in the formation of this PR wire service. We would be pleased to send you detailed information about it.

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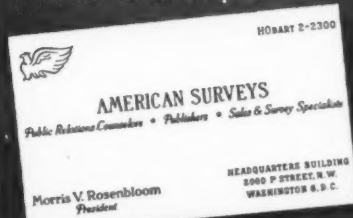
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#### PUBLIC RELATIONS SPECIALIST

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may find herein a man for public relations. Now directing a program he's ready to move, with deeds that match inspirations. Ten years know-how, a degree, and more are yours at oh, let's say . . . but why not write for a resumé? BOX EA-8.

# 18,000,000 PUBLIC RELATIONS ASSISTANTS

By Dr. A. Westley Rowland

Have you ever thought about the importance of the telephone in business? Perhaps not, because it's one of those everyday tools of operation which is taken for granted by almost everyone. Nevertheless, there are more than 18 million business telephones in the nation over which millions of calls are made every weekday—many of which are of vital importance to your business.

Every time one of these 18 million business telephones is answered in an office, good will is either built or damaged for a person or an organization. Impressions result which, taken individually, might be considered insignificant. But the collective image made by those who answer the telephone is of fundamental importance to public relations.

When a secretary answers your telephone, she speaks for you and your organization. For all practical purposes she may be *you* to the people who call your offices every year. Your secretaries who answer your telephones are the front doors to your enterprise. By giving information, making referrals, answering questions and just generally being of service, those who answer your telephone create an image of your profession or business. How the secretary acts, performs, treats all of those with whom she has contacts will, to a large extent, deter-

mine what the public thinks of you. A significant point to remember is that in many cases the girl who answers the telephone may not only be the initial contact with your organization but also the *only* contact.

#### Blunt request—"who's calling?"

Have you ever been irritated, when making a telephone call to some company, by the telephone manners of the operator or secretary answering the phone? Have you felt insulted by the blunt request of "who's calling?" as if you were being screened before you were connected with your party? Or driven to the point of despair by the response at the other end of the line of "Just a moment, please" and then being left dangling three or four minutes with no response? If so, you have lots of company.

Every day throughout the United States undesirable telephone and office practices such as these are building a backlog of ill will and poor public relations for the professions, businesses, and industries.

Because administrators at Michigan State University were disturbed by telephone practices on the campus, especially the subtle screening indicated by the "who's calling?" remark, they urged the development of a telephone and office courtesy workshop. The school's departments of Information Services and Personnel were given the responsibility of developing a training program, in co-operation with the Michigan Bell Telephone Company, for the clerks and secretaries who answer more than 10,000 incoming calls a day on the University's 3,500 telephones. Thus, a program was set up which, since its inception, has trained more than 1,200 of the university's clerks and secretaries.

One of the first agreements was that the university did not want to have merely a program in which a motion picture of correct techniques was

DR. A. WESTLEY ROWLAND, *University Editor in the Department of Information Services at Michigan State University, joined the M.S.U. staff on July 1, 1953, as Editor of the News Bureau. He became Executive News Editor in March, 1956. Before coming to M.S.U., Dr. Rowland was head of the department of speech and director of publicity at Alma College, Alma, Michigan.*

shown and discussed. Rather, it was desired to have a work session where all could share in the discussions. To this end, plans were made to keep instructional groups small, between 20 and 30, to encourage participation by the girls.

Representatives of the telephone company met with instructors from the university to plan and discuss. This orientation session was followed by a pilot session in which one instructor taught 20 girls. Following this the girls, the pilot session instructor and other instructors, plus the telephone company personnel, discussed the pilot session and made certain adjustments to bring about greater effectiveness.

Material to be covered and the nature of its presentation were worked out by a committee from the school and telephone company. To cover the necessary subject matter in the two-hour class period, each training period was divided into segments. First came a brief orientation message from one of the deans or vice presidents which was designed to impress the secretaries with the importance attached to telephone and office courtesy as a public relations asset and the significant role which the secretary plays.

This was followed by a visual aids presentation covering generally accepted telephone and office standards and techniques. Third was a group discussion of techniques of a most controversial nature—especially those where a varied application from office to office was apparent. Effort was made to arrive at agreement.

Then came the most interesting phase of the class: Demonstration of telephone techniques on a two-way telephone system tele-trainer which had a public address attachment as well as a tape recorder. Secretaries were asked to handle certain problem situations in a two-way conversation to the best of their abilities. This was, of course, carried simultaneously on the public address system and was taped.

The tape was then played back and a general critique was given. Finally, each participant was asked to fill out a brief, unsigned evaluation questionnaire.

The administration at the university has been so impressed with the improvement that has been made in the use of the telephone and in office practices that it has approved a continuing program on the campus.

#### Telephone courtesy rules

Those who may conduct a telephone courtesy workshop, may be interested in some standards and techniques:

1. Realize that your voice is *you*. It reveals your personality, attitude, and establishes a reputation for the organization you represent.

2. Speak with a smile in your voice—one that is clear and friendly.

3. Use good grammar and diction, avoid slang. Gum chewing destroys good diction.

4. Speak distinctly, saying each word clearly and pronouncing words correctly.

5. Avoid talking too loudly but speak loudly enough to be heard.

6. Speak slowly enough to be easily understood.

7. Remember that politeness and courtesy create a friendly atmosphere.

8. Make the caller feel that you are interested in him and his problems.

9. Hold the telephone properly (about one half inch from your mouth).

10. Be of service—initiate offers of various types of assistance.

11. Explain unavoidable waits. Apologize for mistakes.

12. Use the person's name when possible.

13. Get adequate information, especially names.

14. Be informed about your organization, its services and personnel, and have basic materials of your business readily available for reference.

15. Make referrals to other people and departments properly.

The following represent significant points and problems discussed by the more than 1,200 participants in the school's secretarial and clerical workshops.

#### Service is the key

Show a readiness to assist at all times. If the person called is not in, immediately offer to have him call back or proffer assistance of one kind or another.

Leave the caller with the impression that the office and its employees are alert, efficient, and well informed. If the person sought isn't available, it is desirable to know about when he can be expected. It is important for all personnel to keep the telephone operator and secretary posted about their schedules. Being knowledgeable about the company, its departments

*Continued on Page 36*

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*SECRETARIES demonstrate correct telephone techniques.*



*BELL TELEPHONE officials explain use of the tele-trainer.*

and personnel will permit the secretary to provide information when those being sought are absent. Each girl answering the telephone or greeting visitors should be supplied with reference literature concerning the organization in order to be able to answer questions properly.

#### **Identify the caller**

It was agreed that the blunt "Who's calling?" is distasteful to the caller and creates an unfavorable impression he is being screened. The best thing is to permit the caller to identify himself directly to the person he is calling. In offices where it is essential that the caller's identity be obtained and passed on to the answerer, a gracious "Mr. Jones is in, may I tell him who is calling, please?" has a salutary effect.

#### **"Not in yet"**

To tell the caller that the person being called "hasn't come in yet" when

it is 9:30 or 10 o'clock; or that "he isn't back from lunch yet," may create a misunderstanding. Generally, it is sufficient and much more proper to say simply "I'm sorry, he isn't in the office at present, but I expect him soon. May I have him call you?"

The handling of local calls for the boss creates many problems and frequently causes ill will at the other end of the line. It is agreed that it is not too objectionable if the boss is always ready to talk. Most of the girls told about intervening interruptions and apologies that have to be made because the boss is detoured by another call or other distractions.

In many offices the receptionist answers the telephone then refers the call to a private secretary who in turn puts her boss on the phone. Callers often object to this tedious process, preferring to be referred directly to the person being called. Different situations in offices dictate the kind of policy that is necessary in this regard. One of the most irritating things in many businesses is the referral of a visitor through a number of offices before he reaches the person or office he desires.

A polite correction is in order if the caller has mispronounced a name or is calling for a "Miss" when it is "Mr." It was agreed, however, that the receptionist should answer "in kind" when the person is referred to as "Mr." rather than "Dr." It was pointed out that "Mr." is correct no matter what the title may be.

To get adequate information from

the caller is an important point. If a message is to be related or a call back requested, getting the correct name, the telephone number and extension, time of call, and any accompanying information are essential.

#### **About "conferences"**

A suggested technique for handling the situation when the boss is in conference is as follows: "I'm sorry, Mr. Jones is in a meeting going over plans for the new technical center. May I have him call you when he is finished or should I interrupt him?" This gives the caller an option. If the call is of no great urgency, he will probably suggest that he be called back. If the call is urgent, this gives an opportunity to reach the person being called. Many times this is important to both parties.

#### **The angry caller**

It is a real challenge to handle the angry person who is calling. The best bit of advice is to avoid getting angry yourself. Try to find out what the problem is and provide the answers if possible. If answers are not readily available, assure the caller you will find the answer and will call him back immediately.

A friendly, sincere, unaffected voice that is well modulated makes the caller feel that the person at the other end of the line is efficient and likable. Good enunciation and good grammar, concise, to-the-point statements lead to effective telephone communication.

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